

BUSINESS OPPORTUNITY

**For the Operation of Carriage Tours and Equestrian Services
at Acadia National Park**

CC-ACAD014-09

Department of the Interior

National Park Service

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

SUMMARY OF BUSINESS OPPORTUNITY

The purpose of this summary is to provide a synopsis of the key elements of National Park Service Draft Concession Contract CC-ACAD014-09, including its exhibits (“Draft Contract”) for carriage tours along historical carriage roads and horse boarding, equestrian camping, and day-use services for visiting equestrians wishing to access the carriage roads within Acadia National Park. In the event of any inconsistency between the terms of the Draft Contract and this Summary, the Draft Contract will prevail.

The Business Opportunity section of this Prospectus describes the commercial visitor services required with the Draft Contract.

No Preferred Offeror

Carriages in the Park, Inc. currently operates a carriage tour and equestrian services contract at Acadia National Park. Under the terms of National Park Service Concessions regulations at 36 CFR Part 51, the Director has determined that no Preferred Offeror exists for this Draft Contract. This solicitation for commercial services is fully competitive.

Required Season

The concession required operating season shall be from June 15th through Monday of Columbus Day weekend. Earlier opening or later closing dates are authorized with written approval of the Service. The Concession reservation operating season shall be from January 1 through Monday of Columbus Day weekend.

Required Visitor Services for the Draft Contract

Exhibit 1- Required Services

| Service | Brief Description |
|---------------------|--|
| Carriage Tours | Fully narrated as approved by the Superintendent horse-drawn carriage tours, including private charters, along the Park’s historic carriage roads. |
| Equestrian Services | |
| Horse Boarding | Boarding shall include per night vehicle parking, stall, water; and one bag of wood shavings. |
| Day Use | Provide parking, loading and unloading area, water for horses. |
| Equestrian Camp | Operate and maintain a ten-site camp area in |

| | |
|-----------------------|---|
| | conjunction with boarding, located near the stable. |
| Hay and Wood Shavings | Provide for sale (rates subject to Park approval) |
| Reservation system | Reservation system from January 1 until Columbus Day. |

The Concessioner is authorized but not required to provide the following visitor services during the term of the Draft Contract.

Authorized Visitor Services for the Draft Contract

Exhibit 2- Authorized Services

| | Brief Description |
|----------------------------|---|
| Vending | Sales of water, non-alcoholic beverages, and snacks. The Park Superintendent shall approve the location and number of machines, type of offerings, and rates charged prior to installation. |
| Other Merchandise Services | Sale of visitor convenience items such as batteries and film, as approved by Superintendent. |
| Guide Books & Maps | Sale of written material that is directly related to the carriage road experience. |

Required Season

The Concession operating season shall be from June 15th until Monday of Columbus Day weekend.

Rates

Rates are subject to the approval of the National Park Service.

Annual Gross Revenues

The Concessioner's Reported operating results from 2003-2007 are as follows:

Exhibit 3- Annual Gross Revenue

| Year | Gross Receipts | Franchise Fee | Merchandise Inventory | Depreciable Fixed Assets | Net Fixed Assets |
|-------------|-----------------------|----------------------|------------------------------|---------------------------------|-------------------------|
| 2003 | \$388,431 | \$31,099 | \$0 | \$0 | \$0 |
| 2004 | \$406,760 | \$32,541 | \$0 | \$0 | \$0 |
| 2005 | \$415,938 | \$33,275 | \$0 | \$0 | \$0 |
| 2006 | \$447,696 | \$35,815 | \$0 | \$0 | \$0 |
| 2007 | \$444,303 | \$35,544 | \$0 | \$0 | \$0 |

Minimum Franchise Fee

The Concessioner will pay the National Park Service a franchise fee of at least **8% percent** of annual gross receipts.

Terms of the Draft Contract

10-years, expected to begin on January 1, 2009, and end on December 31, 2018.

Estimated Initial Investment**Exhibit 4- Investment Requirements**

| Type of Investment | Requirement |
|----------------------------|--------------------|
| Possessory Interest | None |
| Personal Property | \$301,000 |
| Inventory | None |

END OF SUMMARY OF BUSINESS OPPORTUNITY

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

INTRODUCTION

The National Park Service (also referred to as “Service”) seeks proposals for the concession operation for carriage tours along historical carriage roads, per night horse boarding, equestrian camping, and day-use services for visiting equestrians wishing to access the carriage roads from Wildwood Stables within Acadia National Park (also referred to as “Park”). This Prospectus describes in general terms the existing operations and the future business opportunity associated with the attached Draft Concession Contract CC-ACAD014-09.

Offerors are responsible for reviewing all sections of this Prospectus and, specifically, the terms and conditions of the Draft Contract, including its exhibits, to determine the full scope of the future Concessioner’s responsibilities under the Draft Contract. The Service is conducting this solicitation in accordance with the National Park Service Concessions Management Improvement Act of 1998 (PL 105-391) as implemented by the Service in regulations at 36 C.F.R. Part 51. In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control. In the event of any inconsistency between the terms of the Draft Contract and this prospectus, the Draft Contract will control.

The term “Concessioner” as used in this Prospectus refers to the entity that will be the concession business operator under the Draft Contract. The Existing Contract, CC-ACAD014-02, as amended, is included as an Appendix to this Prospectus.

The National Park Service and its Mission

America’s National Park Service was created by Congress to:

...conserve the scenery and the natural and historic objects and the wild life therein, and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations. (*16 USC 1*)

Additionally, through this “Organic Act,” the Congress declared that the National Park System should be:

...preserved and managed for the benefit and inspiration of all the people of the United States. (*16 USC 1a-1*)

To learn more about the National Park Service, visit our website at www.nps.gov.

ACADIA NATIONAL PARK

Description of Park

Acadia National Park is on the Maine coast in the northeastern United States, where the highest mountains on the east coast meet the Atlantic Ocean. The National Park Service manages approximately 48,000 acres, most of which is on Mount Desert Island (approximately 50% of the island land mass). The National Park Service also manages a portion of Schoodic Peninsula on the mainland to the east of Mount Desert Island and Isle au Haut, an island 15 miles southwest of Mount Desert Island, and various offshore islands.

Mount Desert Island is reached by automobile on Maine Route 3. A 20-mile loop road connects Mount Desert Island's lakes, mountains, and seashore. At stops along the Park Loop Road, you may view glacier-carved valleys and lakes, the rocky shoreline, and magnificent forests.

Acadia National Park was established to preserve the natural beauty of a part of Maine's rocky coast, coastal mountains and offshore islands. The Acadia National Park/Mount Desert Island area is one of the most intensely used recreation regions in the State of Maine. Although the park has a national constituency, most visitors come from the New England, Mid-Atlantic, Midwest and Southeastern states, as well as from Canada.

Most visitors arrive and tour the area by private automobile. Average length of stay by overnight visitors has been estimated at four days. Surrounding communities include Northeast Harbor, Seal Harbor, Southwest Harbor, Bass Harbor, and Bar Harbor. Bar Harbor is the largest of the surrounding communities and is the center of overnight accommodations and other tourist services. Bar Harbor has a year-round population of approximately 4,900 (2000 census.).

The pleasantly cool summers of coastal Maine enhance the popularity of the region. Temperatures are sufficiently comfortable to permit enjoyable camping and outdoor activities from June through September, with some overlap into May and October.

Acadia National Park has 45 miles of carriage roads that were constructed by John D. Rockefeller, Jr., during the period between 1913 and 1940. These roads have an average width of sixteen feet. Motor vehicles are restricted from use of the roads. During the summer, these roads are used by visitors for walking, bicycling, and horseback and carriage riding.

Park Mission

The National Park Service at Acadia National Park protects and conserves outstanding scenic, natural and cultural resources for present and future generations. These resources include a glaciated coastal and island landscape, biological diversity, clean air and water, and a rich cultural heritage.

Acadia National Park also offers opportunities for high-quality non-consumptive recreation, education and scientific research.

Exhibit 5 - Acadia National Park Annual Visitation

| Calendar Year | Recreationa l | Non- Recreational | Total Visits | Percentage Change |
|---------------|------------------|----------------------|--------------|----------------------|
| 2007 * | 1,888,943 | 39,900 | 1,928,843 | N/A** |
| 2006 | 2,042,198 | 47,100 | 2,089,298 | -2.72% |
| 2005 | 2,103,398 | 44,400 | 2,147,798 | -4.73% |
| 2004 | 2,219,891 | 34,500 | 2,254,391 | -10.70% |
| 2003 | 2,433,494 | 90,969 | 2,524,463 | -9.94% |
| 2002 | 2,550,589 | 252,576 | 2,803,165 | 1.66% |
| 2001 | 2,504,708 | 252,576 | 2,757,284 | 0.16% |
| 2000 | 2,500,229 | 252,576 | 2,752,805 | -3.74% |
| 1999 | 2,607,091 | 252,576 | 2,859,667 | -0.49% |
| 1998 | 2,621,053 | 252,576 | 2,873,629 | -4.37% |
| 1997 | 2,752,484 | 252,576 | 3,005,060 | 2.18% |
| 1996 | 2,688,499 | 252,576 | 2,941,075 | |

* Figures are for the first nine months of the calendar year. Visitation in 2007 on track to exceed visitation in 2006.

** Comparison not applicable because 2006 figure represents twelve months of visitation while 2007 figure represents nine months of visitation.

MARKET OVERVIEW

Please see travel and tourism report prepared by Longwoods International for the Maine Office of Tourism in Appendix C of this Prospectus.

CURRENT CONCESSION OPERATION

The current concession contract expires December 31, 2008. This is a seasonal business that has operated from mid June through the Columbus Day weekend.

The current contract can be found in Appendix D of the Prospectus.

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

No Preferred Offeror

Under the terms of National Park Service Concessions regulations at 36 CFR Part 51, the Director has determined that no Preferred Offeror exists for this Draft Contract. This solicitation for commercial services is fully competitive.

Current Carriage Specifications

The concessioner must provide all livestock and equipment. The current operation utilizes up to 24 draft horses, 3 to 4 carriages seating 12 to 16 passengers, two to three “sociable’s” or small touring carriages, two to three six-passenger “wagonettes,” and two park-owned wheelchair accessible carriages.

Current Concessioner’s Carriage Tours

The current Concessioner offers interpretive commentary along with the carriage rides. The following Carriage Tours have been provided by the current Concessioner and can be found on his website at: <http://www.acadia.net/wildwood/>

Day Mountain Sightseeing - One Hour – Carriage circles coastal Day Mountain and features dense forests, ocean overlooks and distant views of Schoodic Peninsula and the Cranberry Isles. The mountain was part of the Rockefeller Estate before it became part of the National Park. This tour provides nature lovers a look at the interesting geology, plants and wildlife of Acadia.

Cobblestone Bridge Tour - Two Hours – carriage travels along the Triad Carriage Road on Pemetic Mountain providing spectacular views of the ocean and Seal Harbor. After viewing the historic Jordan Pond Gatelodge you will explore “Cobblestone,” the first bridge built as part of the carriage road system.

Tea & Popover Carriage Ride - Two Hours – Enjoy a famous Mount Desert Island tradition: an afternoon carriage ride to the Jordan Pond House for Tea and Poppers! A beautiful carriage road brings you to the Jordan Pond House where you are escorted to the reserved tea lawn seating while enjoying one of Acadia's most beautiful spots. Food & Beverage is optional and payable at the Jordan Pond House.

Day Mountain Summit - The Sunset Ride - Two Hours Once each day, carriages climb to the summit of Day Mountain for spectacular sunset views of Mount Desert Island's mountains, the seacoast, the Cranberry Isles, Schoodic Peninsula and the Isle au Haut. A pause at the summit allows for photographs and enjoyment of the beautiful panorama.

Private Carriage Charters - Featuring Elegant Small Carriages . Small private

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

carriages, driven by a Wildwood Stables' coachman, are available for couples or small groups. This is a great and memorable experience... featuring all that Acadia has to offer - woods, mountains, forests, bridges, lakes, water falls, and ocean.

**Equestrian Services-**

The current Concessioner operates equestrian services consistent with all applicable laws. It is required to ensure that owners have evidence that their horses immunizations comply with State of Maine Department of Agriculture.

Horse Boarding- The Concessioner provides per-night horse boarding services. Such services shall include: vehicle parking, sale of hay and shavings, first night shavings, and water. The maximum number of horses to be stabled is 48.

Equestrian Camping-

The Concessioner manages a camp that consists of ten rustic sites with no water, electricity or sewerage connections. Each site has a picnic table. A community fire ring is for use by all sites. Water is available at the barn to fill buckets. There is a restroom on site with sinks and flush toilets that campers may use.

Day Use Equestrian Services- The Concessioner provides day-use services to park visitors for their privately-owned horses: parking, loading and unloading area. Water is available at the barn to fill buckets.

Reservation System- The current Concessioner operates a telephone reservation system from January 1 through Columbus Day each year.

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

Current Approved Fee Breakdown

Exhibit 6 - Existing Concession Operation Approved Rates 2007 & 2008

| | 2007 APPROVED RATES | 2008 APPROVED RATES |
|--|--|---|
| 2-Hr. Tour | | |
| Age <5 "lap children" | | Free |
| Ages 2-5 | \$6.00 | \$7.00 |
| Ages 6-12 | 9.00 | 10.00 |
| Ages 13 and over | 22.00 | 24.50 |
| Tea & Popover | | |
| Age <5 "lap children" | | Free |
| Ages 2-5 | 6.00 | 7.00 |
| Ages 6-12 | 9.00 | 10.00 |
| Ages 13-61 | 18.00 | 20.00 |
| 1-Hr. Tour | | |
| Age <5 "lap children" | | Free |
| Ages 2-5 | 4.50 | 5.00 |
| Ages 6-12 | 8.00 | 9.00 |
| Ages 13-61 | 16.00 | 18.00 |
| Private Charter 1 hr. | \$150/up to 4; \$35 each additional person | \$180/up to 4 \$35 each additional person |
| 2 hr. | \$200/up to 4; \$50 each additional person | \$240/up to 4 \$50 each additional person |
| 3 hr. | \$300/up to 4; \$75 each additional person | \$360/up to 4 \$50 each additional person |
| 4 hr. | \$400/up to 4; \$100 each add. Person | \$480/up to 4 \$50 each additional person |
| Multi hour outing, smaller carriage | \$20 per seat per hour | \$20 per seat per hour |
| Box stall - per horse, per night | \$20.00 | 20.00 |
| Campsite - per night, tent, RV or camper | \$10.00 | \$15.00 |
| Day use parking/day, per horse trailer & vehicle combinations | \$6 - 2 horse; \$10.00 per 4-horse | \$6 - 2 horse; \$10.00 per 4-horse |
| Frequent Day use Rate | \$35.00 - 2 horse; \$50 per 4-horse | \$35.00 - 2 horse ; \$50 per 4-horse |
| Hay | To be determined based on invoice | To be determined based on invoice |
| Shavings | To be determined based on invoice | To be determined based on invoice |

Historical Financial Information

The Proposal Package section of this prospectus requires offerors to develop financial projections based upon the business to be operated. Offerors should be cautious in the use of historical information. The National Park Service does not provide financial predictions; therefore, offerors are responsible for producing their own pro forma financial statements and relying upon their own financial predictions.

Exhibit 7- Revenue Breakdown by Department

| 2003* | Oct-03 | Sep-03 | Aug-03 | Jul-03 | Jun-03 | 2003 Year Total |
|----------------------|---------------|---------------|---------------|---------------|---------------|------------------------|
| Hay | \$115.00 | \$149.00 | \$180.00 | \$125.00 | \$100.00 | \$669.00 |
| Shavings | \$684.00 | \$718.00 | \$312.00 | \$354.00 | \$270.00 | \$2,338.00 |
| Carriage | \$37,785.00 | \$53,335.00 | \$89,116.00 | \$82,081.50 | \$31,817.00 | \$294,134.50 |
| Day Use | \$24.00 | \$76.00 | \$113.00 | \$164.00 | \$18.00 | \$395.00 |
| Charters | \$3,568.00 | \$4,154.50 | \$8,840.00 | \$6,603.50 | \$9,000.00 | \$32,166.00 |
| Campsites | \$720.00 | \$1,850.00 | \$1,590.00 | \$2,200.00 | \$1,180.00 | \$7,540.00 |
| Boarding | \$8,060.00 | \$15,340.00 | \$8,560.00 | \$11,220.00 | \$8,320.00 | \$51,500.00 |
| Total | \$50,956.00 | \$75,622.50 | \$108,711.00 | \$102,748.00 | \$50,705.00 | \$388,742.50 |
| Franchise Fee | \$4,076.48 | \$6,049.80 | \$8,696.88 | \$8,219.84 | \$4,056.40 | \$31,099.40 |
| 2004 | Oct-04 | Sep-04 | Aug-04 | Jul-04 | Jun-04 | 2004 Year Total |
| Hay | \$10.00 | \$345.00 | \$170.00 | \$255.00 | \$55.00 | \$835.00 |
| Shavings | \$180.00 | \$570.00 | \$624.00 | \$378.00 | \$318.00 | \$2,070.00 |
| Carriage | \$19,782.50 | \$67,147.50 | \$87,306.00 | \$80,663.50 | \$25,398.50 | \$280,298.00 |
| Day Use | \$130.00 | \$191.00 | \$48.00 | \$157.00 | \$42.00 | \$568.00 |
| Charters | \$25,760.00 | \$11,250.00 | \$4,755.00 | \$10,686.00 | \$3,688.00 | \$56,139.00 |
| Campsites | \$800.00 | \$2,020.00 | \$2,410.00 | \$1,850.00 | \$1,340.00 | \$8,420.00 |
| Boarding | \$5,520.00 | \$16,360.00 | \$15,600.00 | \$12,370.00 | \$8,580.00 | \$58,430.00 |
| Total | \$52,182.50 | \$97,883.50 | \$110,913.00 | \$106,359.50 | \$39,421.50 | \$406,760.00 |
| Franchise Fee | \$4,174.60 | \$7,830.68 | \$8,873.04 | \$8,508.76 | \$3,153.72 | \$32,540.80 |

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

| 2005* | Oct-05 | Sep-05 | Aug-05 | Jul-05 | Jun-05 | 2005 Year Total |
|----------------------|---------------|---------------|---------------|---------------|---------------|------------------------|
| Hay | \$70.00 | \$290.00 | \$165.00 | \$105.00 | \$40.00 | \$670.00 |
| Shavings | \$228.00 | \$552.00 | \$786.00 | \$390.00 | \$294.00 | \$2,250.00 |
| Carriage | \$16,697.00 | \$64,008.50 | \$106,494.00 | \$94,098.50 | \$26,487.50 | \$307,785.50 |
| Day Use | \$18.00 | \$106.00 | \$100.00 | \$124.00 | \$46.00 | \$394.00 |
| Charters | \$2,450.00 | \$7,070.00 | \$10,640.00 | \$8,505.00 | \$2,550.00 | \$31,215.00 |
| Campsites | \$510.00 | \$2,430.00 | \$2,230.00 | \$1,960.00 | \$1,190.00 | \$8,320.00 |
| Boarding | \$4,700.00 | \$16,820.00 | \$17,480.00 | \$14,460.00 | \$8,420.00 | \$61,880.00 |
| Misc. Cancel | \$2,520.00 | | | | | |
| Total | \$27,193.00 | \$91,276.50 | \$137,895.00 | \$119,642.50 | \$39,027.50 | \$415,034.50 |
| Franchise Fee | \$2,175.44 | \$7,302.12 | \$11,031.60 | \$9,571.40 | \$3,122.20 | \$33,202.76 |
| 2006 | Oct-06 | Sep-06 | Aug-06 | Jul-06 | Jun-06 | 2006 Year Total |
| Campsites | \$630.00 | \$1,980.00 | \$1,680.00 | \$1,120.00 | \$1,000.00 | \$6,410.00 |
| Carriage Charter | \$4,075.00 | \$6,500.00 | \$12,625.00 | \$7,500.00 | \$2,350.00 | \$33,050.00 |
| Carriage Passengers | \$39,510.50 | \$78,850.00 | \$103,742.00 | \$98,262.00 | \$25,397.00 | \$345,761.50 |
| Day Use | \$84.00 | \$168.00 | \$140.00 | \$72.00 | \$36.00 | \$500.00 |
| Hay | \$10.00 | \$200.00 | \$155.00 | \$165.00 | \$25.00 | \$555.00 |
| No Shows/Cancel | | \$0.00 | | | | \$0.00 |
| Shavings | \$186.00 | \$1,182.00 | \$420.00 | \$648.00 | \$384.00 | \$2,820.00 |
| Boarding | \$4,800.00 | \$18,460.00 | \$13,680.00 | \$14,120.00 | \$7,540.00 | \$58,600.00 |
| Total | \$49,295.50 | \$107,340.00 | \$132,442.00 | \$121,887.00 | \$36,732.00 | \$447,696.50 |
| Franchise Fee | \$3,943.64 | \$8,587.20 | \$10,595.36 | \$9,750.96 | \$2,938.56 | \$35,815.72 |
| 2007 | Oct-07 | Sep-07 | Aug-07 | Jul-07 | Jun-07 | 2007 Year Total |
| Campsites | 610 | 2020 | 1790 | 1450 | 1220 | 7090 |
| Carriage Charter | 2100 | 13506 | 14725 | 8730 | 4750 | 43811 |
| Carriage Passengers | 39337 | 59437,5 | 99,410 | 93,349 | 35,778 | 327,310.50 |
| Day Use | 48 | 196 | 96 | 78 | 6 | 424 |
| Hay | 52.5 | 135 | 502 | 187.5 | 55 | 932 |
| No Shows/Cancel | | | | | | |

| | | | | | | |
|----------------------|-----------|-----------|---------|---------|--------|-------------------|
| Shavings | 102 | 702 | 1050 | 414 | 168 | 2,436 |
| Boarding | 4,360 | 16,930 | 16,560 | 14,800 | 9,620 | 62,300 |
| Total | 46,609.50 | 92,956.50 | 134,133 | 119,008 | 51,596 | 444,303.50 |
| Franchise Fee | 3,728 | 7,436 | 10,730 | 9,520 | 4,127 | 35,544 |

***Totals have minor differences from Annual Financial Reports**

FUTURE CONCESSION OPERATION

Offers are requested for a 10-year contract to continue the operation of carriage tours along historical carriage roads, per night horse boarding, equestrian camping, and day-use services for visiting equestrians wishing to access the carriage roads from within Acadia National Park.

Essential operating and maintenance requirements are provided in two of the exhibits to the Draft Contract otherwise identified as the Operating Plan (Exhibit A) and the Maintenance Plan (Exhibit E).

General Information

It is expected that operations will remain essentially the same under the new contract. The Draft Contract includes a description of required and authorized services. In case of any inconsistency between this section and the attached Draft Contract, the Draft Contract will control.

Required Services- The Concessioner will be required to provide the following visitor services.

Exhibit 8 –Required Services

| Service | Brief Description |
|---------------------|---|
| Carriage Tours | Fully narrated as approved by the Superintendent, seasonal (Saturday of Memorial Day weekend to Columbus Day) horse-drawn carriage tours, including private charters, along the Park's historic carriage roads. |
| Equestrian Services | |
| Horse Boarding | Boarding shall include per night vehicle parking, stall, water; and initial wood shavings. |
| Day Use | Provide parking, loading and unloading area, water for horses. |
| Equestrian Camp | Operate and maintain a ten-site camp area in conjunction with boarding, located near the |

*** Acadia National Park ***

**** Northeast Region - National Park Service ****

| | |
|-----------------------|---|
| | stable. |
| Hay and Wood Shavings | Provide for sale (rates subject to Park approval) |
| Reservation system | Reservation system from January 1 until Columbus Day. |

Authorized Visitor Services- The Concessioner is authorized but not required to provide the following visitor services during the term of the Draft Contract.

Exhibit 9- Authorized Services

| | Brief Description |
|----------------------------|---|
| Vending | Sales of water, non-alcoholic beverages, and snacks. The Park Superintendent shall approve the location and number of machines, type of offerings, and rates charged prior to installation. |
| Other Merchandise Services | Sale of visitor convenience items such as batteries and film, as approved by Superintendent. |
| Guide Books & Maps | Sale of written material that is directly related to the carriage road experience. |

Assigned Facilities



The assigned facilities include the comfort station, four stables, and a barn built circa 1913, with an attached office and visitor contact space commonly referred to as the “El.” The El is open to the public. It has been improved with electrical and telephone outlets and can be used as a ticketing area, and for exhibit display.

The barn was rehabilitated for the 2002 season. The lower floor of the barn may be used for storage. The upper floor of the barn is not useable. Also assigned are Stables A of 1,500 square feet, Stables B of 1,800 square feet, Stables C of 1,800 square feet, Stables D of 3,000 square feet and a new comfort station for visitors and concession employees.

Exhibit 10 - Assigned Facilities

| Service | Brief Description |
|------------------------|-----------------------------------|
| Barn | 2688 SF (2124 SF- Usable) |
| Stable A | 1500 SF – 12 stalls |
| Stable B | 1800 SF – 12 stalls |
| Stable C | 1800 SF – 12 stalls |
| Stables D | 3000 SF – 12 stalls |
| Comfort Station | 484 SF |

Land Assignment

Please see the attached Map.

Rates – National Park Service Control

All fees and charges to the public must be approved by the Superintendent before they are effective. Criteria for rate approvals are by comparisons with rates that are charged by similar operations under similar conditions. In this regard, effort will be expended to compare rates with organizations that are in competitive markets.

Environmental Management

The new concessioner will develop, document, implement, and comply fully with a comprehensive written Environmental Management Program (EMP) to achieve Environmental Management Objectives. The initial EMP shall be developed and submitted to the Director for approval within sixty days of the effective date of the Contract. A proposed updated EMP will be submitted for approval annually. (See Draft Contract, Section 6). EMP guidance can be found in Appendix E of the Prospectus.

INVESTMENT ANALYSIS

The equipment, stock, personal property and inventories used in this operation belong to or are rented by the prior Concessioner. The prior Concessioner does not have any possessory interest for which compensation must be paid for real property improvements under their prior

concession contract. A new Concessioner may elect to procure necessary equipment and stock from any source(s). A new Concessioner may elect to arrange with the prior Concessioner for the purchase of any assets to be used in the business on a willing buyer/willing seller basis. Negotiations may be conducted directly with Mr. Edward Winterberg, 11 Wild Lake Drive, Ryland Lakes Country Club, Covington, KY 41015.

A new Concessioner will be required to provide such equipment, stock, personal property and inventories as may be necessary for the proper and efficient operation of these services and facilities.

The Concessioner shall be responsible for all maintenance of the grounds and structures that are assigned by the Contract. However, new construction and capital improvements to existing structures are not permitted.

Estimated Required Initial Investment

Exhibit 11- Estimated Investment Requirements

| Type of Investment | Requirement |
|----------------------------|--------------------|
| Possessory Interest | None |
| Personal Property | \$301,000 |
| Inventory | None |

Offerors should not rely on NPS estimates in preparing and submitting proposals in response to this Prospectus. It is the responsibility of Offerors to make their own determinations as to the scope of the required investment.

FRANCHISE FEE

The concessioner is required to pay the National Park Service a minimum franchise fee equal to eight percent (8.0%) of the concessioner's annual gross receipts. Lower offers will make your proposal non-responsive. Higher offers may be proposed in your response under Principal Selection Factor 5 in the Proposal Package.

TERM AND EFFECTIVE DATE OF THE NEW CONTRACT

The new contract will be for a term of ten (10) years from the effective date of the said concession contract. It is anticipated the contract will be effective in January 1, 2009.

PARK SPECIFIC OPERATING CONDITIONS

The National Park Service has a horse-mounted ranger operation in a separate barn with attached paddock. The Park retains the right to park a recreational vehicle within the concessioner's land assignment and a turnout space for Park stock.

SITE VISIT

Potential offerors are strongly advised to visit the area to become familiar with physical conditions, limitations involved, and the details of operating the services. Those planning to visit the site should contact the Concessions Specialist's office at (207) 288-8705 in advance to make arrangements.

*** Acadia National Park ***

**** Northeast Region - National Park Service ****